



MHS IM/IT STRATEGIC PLAN

2010 – 2015



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 Military Health System | IM/IT Strategic Plan 2010 – 2015

Military Health System
 Information Management / Information Technology

OUR PLAN

Background

In 2009, leaders from the Army, Navy, Air Force, Health Affairs (HA), TRICARE Management Activity (TMA), the Joint Chiefs of Staff, the Joint Task Force National Capital Region Medical (JTF CapMed), and the MHS Office of the Chief Information Officer (OCIO) convened for a series of offsite sessions to develop the MHS IM/IT Strategic Plan for 2010-2015. The strategic plan describes the ten IM/IT goals that MHS will focus on over the next five years, how these goals create mission value, measures of performance, and initiatives MHS will undertake to be successful. Importantly, the plan is a living document that IM/IT leaders will formally review on an annual basis.

Our Priorities

Leadership has asked IM/IT to place priority on two goals: redesigning our architecture and delivering a robust Electronic Health Record (EHR). Our architecture must enable responsive and reliable solutions and rapid delivery of new capabilities. Our EHR needs to be intuitive, aggregate data for each patient over time and across providers, operate in all care settings, and allow sharing of information with our health partners. As we make progress on these top two goals, we will be able to pursue two other important goals, the Personal Health Agenda and Enterprise Intelligence. Our EI tools will enable seamless sharing of knowledge and transfer of best practices, while our Personal Health Agenda initiatives will provide beneficiaries access to their own medical records, enable virtual visits, and allow them to complete online transactions such as appointing and medication refills.

Investing in our Foundation

These priorities describe what we must deliver to our customers. In order to do so, we will mature our internal processes, governance, culture, and human capital to become an optimal IM/IT delivery team. We will make a significant investment in interoperability to enable integration of our system of systems and connectivity across the continuum of care. Through distributed development and innovation, we will create an environment that embraces the innovative capabilities and diverse perspectives of our MTFs and health partners. Investing in our portfolio management process will enable better decision making and eliminate waste that occurs through procurement of duplicative IT systems. Our matured governance will improve stewardship of resources and instill a culture of collaboration, transparency, and trust. Finally, by conducting a thorough analysis of our human capital needs, we will understand and nurture the job families most critical to our strategy.

Figure 1: MHS IM/IT Strategic Planning Structure



Making the Plan Actionable

Whether commercial or government, private or public, there are countless examples of planning teams with the noblest intentions that develop a strategic plan, but stop short when describing how the strategy will be executed, who is accountable, and at what cost. To address this hurdle, we developed objectives for each goal and an initial set of measures describing how we will evaluate IM/IT performance over time. Further, we drafted a set of action plans that provide details on the anticipated outcomes, deliverables, and milestones for each of our strategic initiatives. Finally, we agreed to continually refine the IM/IT Strategic Plan and improve its usefulness as a decision making tool. On a quarterly basis, we will report progress to leadership via the MHS governance structure and refresh the IM/IT strategic plan on an annual basis.

OUR MISSION, VISION & PRINCIPLES

Mission

“Provide the right information to the right customers at the right time to improve and maintain the health status of our beneficiaries across the entire continuum of health care operations”

Vision

“Seamlessly deliver the power of information to our stakeholders”

Principles

1. Support the Warfighters and their families
2. Promote innovation
3. Adopt business process solution in concert with a technical solution
4. Ensure information integrity and security
5. Establish a consistent, integrated, aligned, agile and interoperable enterprise architecture
6. Reduce complexity for the end-users
7. Reduce time to implement functional capabilities
8. Use industry standards and best practices



To accomplish our mission and achieve our vision, we have a clear direction and well-communicated strategy that guide us to address today's issues and tomorrow's challenges.

OUR “10 FOR 10” GOALS

The heart of our strategy is articulated in our 10 goals. These 10 goals will be our focus for the next five years, beginning in 2010.

1. Architecture and Processes.

Evolve the current architecture and processes to enable rapid, affordable, secure delivery and life cycle support of IT products and services that meet the operational needs of the MHS and consistently exceed customer expectations.

2. Electronic Health Record.

Improve the Electronic Health Record family of applications and support to create a comprehensive, fast, easy to use, and reliable system that meets the MHS goals of improving quality, safety, readiness, and customer satisfaction.

3. Governance.

Implement a governance structure and process that enables effective and efficient use of resources and gets products to users faster.

4. Enterprise Intelligence.

Enhance enterprise intelligence through the use of enterprise tools, data, and services in a way that makes information visible, accessible, understandable, and trusted.

5. Personal Health Agenda.

Advance the MHS personalized health agenda and enhance patient empowerment by providing easy, secure access to trusted health information and tools.

6. IT Interoperability.

Advance IT interoperability within the MHS and with all health, operational, and functional partners to create an accessible and complete virtual lifetime electronic record that supports improved care for our beneficiaries.

7. Maximize Portfolio Value.

Maximize value of the IM/IT investments by providing visibility into the flow of funds from programming to execution, utilizing better cost estimating methodologies, and establishing a prioritization process that fosters strategic alignment and collaboration and improves decision-making.

8. Innovative Technologies.

Coordinate research, development, testing, evaluation, and insertion of innovative information and accessible technologies that further the goals and objectives of the MHS.

9. Human Capital Management.

Improve Human Capital Management to ensure the right people with the right training and experience are in the right job – succession planning at all levels.

10. Distributed Development.

Embrace and incorporate the innovative capabilities of MHS and partner health care delivery organizations through a process of IT distributed development.

MEASURING OUR PERFORMANCE

Our Approach

The MHS IM/IT strategic planning workgroup developed a draft set of performance measures that evaluate progress against our 10 strategic goals. By measuring IM/IT performance, MHS leadership can assess the value of IM/IT initiatives. In doing so, leaders can make decisions on the initiatives that are having the most significant impact on progress towards our strategic goals. In tandem with our 13 action plans these performance measures help transcend our strategic plan from concepts to an executable, living document. As such, the annual refinement, adoption and management of these IM/IT performance measures will be imperative to the success of our strategic plan. Furthermore, the updates will be an iterative, evolving process, as other operational measures may need to be developed to track the underlying inputs, processes, and outputs that lead to these summary outcomes.

Our Draft Measures

- AHLTA Speed
- EHR User Experience
- MHS Information Systems User Experience
- Patient Adoption of Online Services
- % of Essential Health Information Shared with Health Partners
- % MHS IM/IT Funding Visible
- Number of People Developing in the Distributed Environment
- IM/IT Contribution to MHS Performance
- Number of Capabilities Developed from Innovation
- Human Capital Readiness (% of Positions Filled within Strategic Job Families)
- % Transaction Interface with ESB
- MHS Leader/Manager Satisfaction with IM/IT
- Average Number of Days from Approved Concept to FOC
- Average Time from Evidence to Common Practice

STRATEGY TO ACTION

Moving from Strategy to Action

Developing and executing a successful strategy requires initiatives that will close the gap between our current state and our future state vision. During our strategic planning workshops, functional and technical leaders of the IM/IT community drafted 13 unique action plans, with an executive owner and action plan owner being assigned to each plan. In order to develop a realistic focus for these plans, action plan teams developed an initial set of deliverables, milestones and strategies for each of the 13 plans, acknowledging the assumption that additional initiatives would be identified as we further mature our objectives under each goal.

Our Draft Action Plans

- Alignment with MHS Strategy
- Distributed Development
- Electronic Health Record
- Enterprise Intelligence
- Governance
- Human Capital
- Infrastructure and Technical Architecture
- Innovation
- Interoperability
- Maximize Portfolio Value
- Personal Health Agenda
- Requirements and Business Architecture
- Streamline IM/IT Lifecycle



In order to achieve common goals, we are committed to a set of guiding principles that are essential to accomplishing success.